

Strategic Plan(Part 1)

Sacramento County Children And Families Commission

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Glossary of Terms

The following list of terms describes the components of the Strategic Plan, as defined by the California Children and Families Commission's Guidelines and Sacramento County.

Advisory Committee – A county-level organization identified by the County Commission to provide technical and professional expertise and support for any purposes that are beneficial in accomplishing the purposes of the Proposition 10 Act.

Children – For this plan, all references to children means prenatal to age five.

County Commission – The county-level organization that produces the Sacramento County Strategic Plan and manages the funds provided by the State Commission.

Goal – A long-run (5-10 years) statement of desired change, based upon the Vision statement. Example: Enhance the Community's capacity and ability to parent effectively.

Indicators – Specific processes or performance measures that are used to determine whether programs, services or projects are achieving Goals and objectives. Example: Number of injuries due to poisoning of household substance.

Mission – A specific statement of purpose for an organization. Example: The Sacramento County Children and Families Commission is committed to supporting the healthy development of children prenatal to age five, the empowerment of families and the strengthening of Communities.

Outcomes – Taken at a point in time, the actual measure of the extent to which programs, services, or projects are achieving measurable objectives. Example: After two years, the proportion of pregnant teens who smoke was reduced by 14 percent.

Result – A precise description of the measurable outcome desired so that the Community can determine whether or not a Goal is being achieved. Example: Children, under age five who attend preschool, have access to Public Health and School Nurses.

State Commission – The State-level organization that manages the California Children and Families Act of 1998 (the Proposition 10 Act) and distributes the associated funding.

Strategies – A statement that specifies the course of action to be taken to achieve stated Goals and associated desired Results. Example: Bring information and services for children age zero to five and their families to Community members by partnering with media, local

business, formal and informal networks, and current public and private service providers who are in the Community and/or serving the Community.

Task Forces – Three Community volunteer-based, ad-hoc groups, developed to create the Goals, Results and Indicators for the Sacramento County Strategic Plan.

Vision – A broad, general statement of the desired future. Example: Sacramento will have strong and inclusive Communities, safe and healthy families, and valued children who can realize their potential and enjoy productive and fulfilling lives.

I. Acknowledgements

Sacramento County Children and Families Commissioners

MEMBERS

Roger Dickinson, Chair
 Donna Hubbard-Mobley, Vice Chair
 Penelope Clarke
 James Hunt
 Sheryl Gessford
 Richard Pan, MD
 Jason Tescher

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The Sacramento County Children and Families Commission would like to thank the following individuals and organizations for their contributions to this Strategic Plan. Thanks to their dedication and support, there is a Strategic plan for the children, age prenatal to five, in Sacramento County. Those who contributed to this Strategic Plan include:

Strategic Planning Task Force Members

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Joanne O'Callaghan

John Rambo

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North Sacramento School District
United Way
Deloitte Consulting

II. Executive Summary

The Sacramento County's Children and Families Commission (Commission) is committed to taking full advantage of the potential benefits that the California Children and Families Act of 1998 (The Act) - Proposition 10 - provides to our Community. Over the past several months the Commission and the Community took the necessary steps to complete a Visioning and Strategic Planning Process that will help to launch successful initiatives in support of improving the lives of children ages zero to five, and their families in Sacramento County. The Act requires that each County Strategic Plan include a description of:

- Goals
- Program services and projects
- Measurable outcomes and how they will be evaluated
- Consumer-oriented and easily accessible integrated programs, services and projects

Sacramento County's approach to creating its Strategic Plan was to conduct a collaborative and inclusive process that was truly community-driven. Several hundred people from throughout the Community developed the elements contained within this plan, from the vision to the goals, and together created a strategic direction for Sacramento County to better serve its children. Using all of this input from the Community, the Commission has prepared, finalized and adopted the Strategic Plan included herein to guide the County in realizing the benefits offered in The Act.

The Strategic Planning Process

In May 2000, the Commission adopted the following Vision and Mission statements that reflect their commitment to improving the lives of children and their families in Sacramento County.

Vision

Sacramento will have strong and inclusive Communities, safe and healthy families, and valued children who can realize their potential and enjoy productive and fulfilling lives.

Mission

The Sacramento County Children and Families Commission is committed to supporting the healthy development of children prenatal to age five, the empowerment of families and the strengthening of Communities.

Strengths and Needs Assessment

With the Vision and Mission adopted, a Strengths and Needs Assessment was conducted by three volunteer Blue Ribbon Task Forces. The purpose of this assessment was to develop a better understanding of the characteristics and demographics of Sacramento County in light of the Vision and Mission. They gathered information on the current issues that are facing the Community and identified the available resources for young children and their families. The resultant assessment, which identified Sacramento County strengths, weaknesses, opportunities and threats (SWOT) was used in the Strategic Planning process as the foundation to identify the Goals, Results and Strategies for addressing the issues facing Sacramento County's children and their families.

Goals and Results

The Blue Ribbon Task Forces reviewed the results of the Strengths and Needs Assessment to identify Goals related to the following areas:

- Healthy development of children
- Empowerment of families
- Strengthening of Communities
- System change

After working together and sharing ideas and inputs, the Task Force members, Advisory Committee (appointed by the Commission) and the Commission developed the following finalized list of Goals for Sacramento County:

- ? Health care for children, prenatal to age five, will be affordable, inclusive and family-friendly, with local access to comprehensive, quality and preventive services
- ✂ Enhance the families' capacity and ability to parent effectively wherever the child may be
- | Ensure that our communities, and the families that reside in them, are free from violence and abuse
- ? Increase the number of children entering kindergarten prepared academically, artistically, emotionally, physically, and socially
- ? Increase the quality of care of children, prenatal to age five, in all settings, such as preschools, day care centers, and homes
- ? Provide safe, healthy, accessible, inclusive, and community-driven activities that foster the emotional, mental, physical, and social development of children and their families

These Goals were then articulated in desired Results. A desired Result is a precise description of the measurable outcome desired so that the Community can determine whether or not a Goal is being achieved. The list of Results is too extensive to include in the Executive Summary, but can be seen in Section VII of this Plan.

Articulation of the Goals through desired Results is critical to guide development of Strategies, allocation of resources and ongoing communication to the Community about the improvements being made in the lives of children and families in Sacramento County.

The Strategies

Identifying Goals, clarified by desired Results, as described above formed the building blocks for the development of the Sacramento County Strategies. A strategy is a statement that specifies the course of action to be taken to achieve stated Goals and associated desired Results. With the help of the Blue Ribbon Task Forces and Advisory Committee, the Commission set forth the following Strategies to achieve the Goals and desired Results identified above:

- Bring information and services for children prenatal to age five and their families that are language appropriate and affordable, to Community members by partnering with media, local business, formal and informal networks neighborhoods, community based organizations, and current public and private service providers who are in the Community and/or serving the Community
- With a clear understanding of Community resources and challenges, provide access to services for children age prenatal to five that are affordable, accommodating, appropriate, accessible, and available by utilizing community based partnerships, outreach into the Community, integration of resources both public and private, and an understanding of Community needs
- With a clear understanding of Community resources and challenges, expand capacity and reach of services for children age prenatal to five by increasing Community collaboratives, utilizing alternative approaches including mobile solutions, flexibility of times and place, and duality (or multi-purpose) of use of facilities
- Support the engagement and mobilization of Community members to impact policies that improve the quality of life of children, ages zero to five, and their families
- Build human resource infrastructure, including capacity of local residents, through training, retention, incentives and other human resource initiatives
- Assure coordination and service integration through sharing of information, inter-program cooperation, simplification of processes, centralization of administration (public and private) with decentralization of service delivery, and improved databases to facilitate linkages
- Leverage existing public and private funds that offer fund-matching opportunities for one-year initiatives with limited goals or multi-year initiatives with a plan for sustainability

The results-based approach used in the strategic planning process supports the Commission's commitment to outcome-based strategies with measurable results. A critical element, therefore, is setting up an Evaluation process that measures the improvements being made in Sacramento County.

The Evaluation Process

Using the Strategic Plan as a guide, a comprehensive Evaluation Plan is being developed to evaluate the short-term, intermediate, and long-term results of the Commission's efforts on three levels:

- The Program
- The Goal and Results
- The Community

A core set of indicators will be selected and used to create a database that will help the Commission monitor what is working and what is not for young children and their families. This information will be shared with the Community so they remain informed in order to provide continuous input to the Commission. The Commission's Evaluation Plan is under development and will be finalized and presented in a separate document.

Allocation and Distribution of Resources

Proposition 10 offers a unique opportunity to provide needed funding in the Community to create, integrate, coordinate and expand the capacity to deliver services and supports to young children and their families that is sustainable and effective. The Commission believes it is important to consider the opportunity of using Proposition 10 funds to meet matching requirements for other funding sources.

The amount allocated to each of these areas will be determined by the Commission's prioritization of the desired Results coupled with the evaluation of proposals received to provide programs and services. The following represents some of the considerations that will guide the Commission's resource allocation and distribution:

- **Desired Results:** The Commission will consider all of its Goals and desired Results in determining where it wants to make a difference. Community capacity building and Evaluation costs will be included in this category.
- **Availability of Resources from Other Sources:** The Commission will consider leveraging resources that are already available in the Community or that could be available through revenue maximization in allocating and distributing its resources.
- **Long-Term Sustainability:** The Commission will allocate a portion of the first year Proposition 10 funding to an Endowment or Reserve Fund to help sustain future activities.
- **Infrastructure:** This allocation will support the infrastructure, including administration, integrated automation, business functions, and human resources required to adequately administer the Children and Families Commission in Sacramento County.

Summation

This Strategic Plan is the result of many hours of hard work and research by dedicated Community members, the Advisory Committee and the Commission of Sacramento County who are committed to supporting children and families in the Communities where they work, live and play. It is the sincere belief of the Commission that implementing this plan will lead to improved lives for the children of Sacramento County.

The Commission is committed to the continuous improvement of the community-driven processes conducted in this first year of the Proposition 10 initiative in Sacramento County. The Strategic Plan will be reviewed and updated annually. The plan will continue to be a “living document” that can adapt to changing policies and the diverse needs of the Community it aims to serve.

Finally, this Strategic Plan represents the commitment of the Sacramento Community to enhancing the lives of all of its children. It sets forth a challenge to make a difference through cooperation, collaboration and shared responsibilities that will require the attention and support of everyone in the Community.

III. Proposition 10 in Sacramento County

What is Proposition 10?

In November 1998, California voters passed Proposition 10, the California Children and Families Act (The Act). This Act imposed a tax on all tobacco products, including cigarettes. During the first fiscal year, over \$700 million in Proposition 10 taxes were collected. A portion of this tax revenue is allocated to each county based on the number of live births recorded in that county. Sacramento County received over \$18 million in Proposition 10 funds for the past fiscal year. In the future, Proposition 10 tax revenue is expected to decline annually consistent with the anticipated decline in the number of smokers.

Purpose

The State of California Children and Families Commission's Mission Statement explains the intent of Proposition 10:

*"The California Children and Families Act of 1998 is designed to provide, on a Community-by-Community basis, all children prenatal to five years of age with a comprehensive, integrated system of early childhood development services. Through the integration of health care, quality child care, parent education and effective intervention programs for families at risk, children and their parents and caregivers will be provided with the tools necessary to foster secure, healthy and loving attachments. These attachments will lay the emotional, physical and intellectual foundation for every child to enter school ready to learn and develop the potential to become productive, well-adjusted members of society."*¹

¹ California Children and Families Commission Mission Statement

Strategic Plan Requirements

The State Commission has defined a number of steps that must be taken before the State Commission can release Proposition 10 funds to a county Commission. The county Commission must:

- Develop its Vision and Mission statement
- Develop its proposed Strategic plan
- Hold at least one public hearing on its proposed Strategic plan
- Approve/Adopt its Strategic plan
- Submit its final Strategic plan to the State Commission
- Annually review the Strategic plan

The Strategic plan adopted by the county Commission should be an adequate and complete county Strategic plan for the support and improvement of early childhood development within the county. The Strategic plan must be consistent with, and further the purposes of The Act. Specifically, the county Strategic plan shall, at a minimum, include the following:

- A description of the Goals and objectives proposed to be attained
- A description of the programs, services, and projects proposed to be provided, sponsored, or facilitated
- A description of how measurable outcomes of such programs, services, and projects will be determined by the county Commission using appropriate reliable indicators

A complete plan describes how programs, services, and projects relating to early childhood development within the county are integrated into a consumer-oriented and easily accessible system. These elements are found in Sacramento County's Strategic Plan under *Section VII – Goals and Results*, and *Section VIII – Strategies*.

The key participants and their role in the Strategic Planning Process are described below.

Sacramento County Children and Families Commission

Proposition 10 stipulated the membership requirements for the state Commission and for the county Commissions. This Commission is responsible for providing oversight, direction and guidance throughout the Strategic planning process, and is responsible for implementing and managing the Strategic Plan. The County Commissions must have at least five, but not more than nine members, with the members appointed as follows:

- Two members shall be from among the county health officer and persons responsible for management of the following county functions: children's services, public health services, behavioral health services, social services, and tobacco and other substance abuse prevention and treatment services
- One member of the county Commission shall be a member of the Board of Supervisors

- The remaining members of the county Commission shall be from among the following categories: recipients of project services included in the county Strategic plan; educators specializing in early childhood development; representatives of a local child care resource or referral agency, or a local child care coordinating group; representatives of a local organization for prevention or early intervention for families at risk; representatives of community-based organizations that have the Goal of promoting nurturing and early childhood development; representatives of local school districts; and representatives of local medical, pediatric, or obstetric associations or societies

Sacramento County chose to create a seven-member Commission with seven alternates. The seven members and their affiliations are:

- Roger Dickinson, Supervisor, District 1 - Sacramento County Board of Supervisors
- Penelope Clarke, Administrator - Sacramento County Public Protection and Human Assistance Agency
- James Hunt, Director - Sacramento County Department of Health and Human Services
- Sheryl Gessford, Dean of Fine and Applied Arts/Humanities - American River College
- Donna Hubbard-Mobley, Director - Success by Six, United Way
- Richard Pan, MD, Assistant Professor of Pediatrics and Director - Resident and Continuity Clinic, University of California, Davis
- Jason Tescher, Coordinator – Children First – Flats Network

The seven alternate members of the Sacramento County Children and Families Commissioners and their affiliations are as follows:

- Muriel Johnson, Supervisor District 3 - Board of Supervisors, County of Sacramento
- Carol Salami-Goswick, Senior Administrative Analyst - Public Protection and Human Assistance Agency, County of Sacramento
- Glennah I. Trochet, M. D., Health Officer -County of Sacramento
- Pat Fong-Kushida, Executive Director - The Sacramento Asian-Pacific Chamber of Commerce
- Marilyn Ratkay, Assistant Director (Retired) - Health Systems, University of California, Davis
- Karla Rice, Principal - AeroHaven Elementary School, Rio Linda Union School District
- Mary Struhs, Associate Director - Women Escaping A Violent Environment (WEAVE)

The Advisory Committee

The Sacramento County Children and Families Commission Advisory Committee was established in accordance with the requirements of Proposition 10, which stated that each *“county Commission shall establish one or more advisory committees to provide technical and professional expertise and support for any purposes that will be beneficial in accomplishing the purposes of this act. Each advisory committee shall meet and shall make recommendations and reports as deemed necessary or appropriate.”*²

² State of California Children and Families Commission

The Commission charged its Advisory Committee with the following responsibilities (a copy of the Resolution is in Appendix 6):

- Advising the Commission on major policy matters concerning the nature, scope and extent of support and improvement of early childhood development within the County
- Coordinating and sponsoring various forums on such issues
- Recommending priorities in the development of a Strategic plan
- Assuming such other responsibilities as may be required by the Commission

The Commission also determined that the membership of the Advisory Committee shall be appointed by the Commission upon recommendation of the Human Services Coordinating Council. The membership shall consist of no less than twelve (12) members and no more than twenty (20) members who shall be appointed by the Commission. The Commission also stated that all reasonable efforts should be made to ensure that the Committee membership is broadly representative of the demographic characteristics of Sacramento County. The Advisory Committee members serve a three-year term. The specific Advisory Committee details are in Appendix 6.

The Advisory Committee's role in the Strategic planning process was vital. All work accomplished by the Task Forces was reviewed by the Advisory Committee, and the Strategies were refined and presented by the Advisory Committee to the Commission. Listed below are the 16 members of the Advisory Committee and their affiliations:

- | | |
|---|---|
| • Kathy Hoisington
Chair of the Advisory Committee | • Edward Condon
Child Care |
| • Captain Ernie Daniels
MAB: Alcohol & Drug Advisory Board | • Michelle Lacy
Parks and Recreation District |
| • Jim Harrison, M.D.
MAB: Adult & Aging Commission | • Betty Low
Domestic Violence |
| • Joan Lawson
MAB: Public Health Advisory Board | • Adriana Rivarola
Education |
| • Gary Myerscough
Human Services Coordinating Council:
Community Member | • Norma Johnson
Early Childhood Education |
| • Linda Riccardo-Henderson
MAB: Mental Health Board | • Gustavo Rosales, M.D.
Immigrant Population, Pediatrician |
| • David Ballard
MAB: Children's Coalition | • Joseph Sison, M.D.
Children's Mental Health |
| • Chez Patee Colson
Faith Community | • Dennis Wong, D.D.S.
Dental |

Blue Ribbon Task Forces

The Blue Ribbon Task Forces were established to facilitate a community-driven, developed and owned plan. They provided input that represented or described the ideas, wants, needs, and assets of Sacramento County Communities.

Task Force Demographics

The Commission's Executive Director appointed a total of 69 Task Force members with a focus on achieving a representative cross section of Sacramento Community members and groups. Appendix 4 contains a matrix that provides information about the appointed Task Force members. Below is a chart outlining the Task Force compositions:

Task Force	Number of Members	Gender Composition	Ethnicities Represented	Number Who are Parents
Strong Families	29	26 females 3 males	Black, Asian, Hispanic, Southeast Asian, White	20
School Readiness	20	25 females 5 males	Black, American Indian, Asian, Hispanic, White	19
Healthy Children	20	14 females 6 males	Black, Hispanic, White	12

The Task Force members live and work in almost all areas of Sacramento County and essentially reflect the population distribution of the county as a whole.

The Task Forces were organized into three distinct groups based on the Strategic areas defined by the State Commission:

- **Healthy Children** – This Task Force was charged with developing Goals that focus on Sacramento County children, prenatal to age five, having sufficient nutrition, health care, nurturing and guidance, and mental stimulation, and living in families that value them.
- **School Readiness** – This Task Force was charged with developing Goals that focus on preparing Sacramento County children, age prenatal to five, to succeed in school and to develop the skills that allow them to problem solve and think creatively.
- **Strong Families** – This Task Force was charged with developing Goals that focus on ensuring that parents and caregivers are able to provide for the physical, mental, and emotional development of their children.

The Task Forces met on a weekly basis between April 2000 and September 2000. Through group discussions, research, Community member interviews, and other assignments, they developed Goals, desired Results, and Strategies that form the basis of input for this plan.

The Commission Staff

The Commission staff was responsible for managing the administrative, logistical and fiscal functions of the Strategic planning process. Lin Batten, the Executive Director of the Sacramento County Children and Families Commission, manages the staff work of the Commission. Rounding out the Commission staff is Dale Moscrop, Administrative Services Officer and Vanessa Poland, Office Assistant.

Strategic Planning Consultants

The Commission divided the Strategic planning process into three distinct components, with separate requests for proposals and contracts. The three components and the group selected to facilitate development of that component are:

- Vision and Mission Development (Center for Collaborative Planning)
- Strategic Plan Development (Deloitte Consulting)
- Program Evaluation (The Lewin Group)

Separating the planning process and selecting a different consultant to lead each component avoided having a single consultant drive the process. The goal was to have the Community be the constant element throughout. In addition, the three consulting groups worked collaboratively, sharing information and ideas along the way to improve the overall product for the Community.

Community Representation

This Strategic Planning Process was intended to be inclusive and extensive efforts were made to include people from typically under represented groups, Community members, youth, and service providers. From the start of the Visioning process to the end of the current planning process, this Strategic plan included input from over eight hundred people:

- 448 participants in the Community Vision Forums
- 24 Host Organizations
- 31 Youth Artists
- 33 Community Co-Facilitators
- 70 members of the Strategic Planning Task Force
- 200 Strategic planning interviewees
- 16 members of the Advisory Committee
- 17 Commissioners and their staff

IV. Strategic Planning Process

The Purpose

The Commission recognizes the importance of developing a Strategic Plan in collaboration with the Community to bring value to its work and provide the basis for consensus building. The Strategic Plan is the Commission's guide for decisions on resource allocation and distribution and evaluating whether the resources distributed are achieving the desired Results and ultimately the stated Goals of the Commission and the Community.

The Timeline

Below is the high-level work plan that Resulted in this Strategic Plan:

<i>Month</i>	<i>Strategic Planning Activities</i>
January 2000	<ul style="list-style-type: none"> • RFP for Vision and Mission contract released
February 2000	<ul style="list-style-type: none"> • RFP for Strategic Planning contract released • Visioning process begins
March 2000	<ul style="list-style-type: none"> • Strategic Planning starts • Commission develops and adopts its Guiding Principles • Recruitment of Strategic Planning Task Force Members conducted • Conducted Strategic Planning orientation session for the Commissioners
April 2000	<ul style="list-style-type: none"> • Community Visioning Forums Held • Recruitment of Strategic Planning Task Force Members conducted • Strategic Planning orientation sessions for the Advisory Committee and Task Force members completed
May 2000	<ul style="list-style-type: none"> • Task Forces begin weekly meetings – developed top trends, interviewed Community members and completed SWOT analysis • Visioning Consultants complete Community input sessions • Commission develops and adopts its Vision and Mission Statements
June 2000	<ul style="list-style-type: none"> • Task Forces continue weekly meetings: drafted and refined Goals and outcomes and reviewed Goals to ensure they reflected the Commission's Vision, Mission and Guiding Principles
July 2000	<ul style="list-style-type: none"> • Evaluation Consultant starts • Task Forces continue weekly meetings – collected research

<i>Month</i>	<i>Strategic Planning Activities</i>
	information and developed Strategies
August 2000	<ul style="list-style-type: none"> • Task Force completed Strategic Planning work • Task Forces began Evaluation component • Advisory Committee begins meeting twice per month instead of once to review Strategic Plan
September 2000	<ul style="list-style-type: none"> • Strategic Plan drafted • Advisory Committee reviewed and approved • Public hearing(s) held for comments on the Strategic Plan • Strategic Plan presented to County Board of Supervisors for comments
November 2000	<ul style="list-style-type: none"> • Strategic Plan adopted by County and submitted to State Commission
December 2000 – February 2001 (est.)	<ul style="list-style-type: none"> • Develop Request for Proposals • Issue Request for Proposals • Conduct evaluation workshops for potential grantees • Select and appoint the Review Team
April 2001 – June 2001 (est.)	<ul style="list-style-type: none"> • Convene and train Review Panels • Review proposals • Select initiatives to be funded

Foundation for Strategic Planning

The Strategic Planning Process is based on the following principles:

- The plan is community-developed using Blue Ribbon Task Forces that represent the County's geographic, demographic and socio-economic characteristics.
- Proposition 10 funds are to be used to produce the most significant and measurable (qualitative and/or quantitative) benefits to the prenatal to age five population in Sacramento County, which means that not every worthy idea, thought, program, service or initiative can be funded.
- The Strategic Plan follows the Commission's Vision, Mission, Guiding Principles, as well as the themes developed from the Visioning process.
- The Strategies include provisions for encouraging initiatives that can become self-sustaining.
- The Strategic Plan exceeds the minimal Strategic Plan requirements issued by the State Commission.
- Ideas and Strategies came from this process that do not meet the Proposition 10 criteria. These are documented to be shared with the Community for appropriate action.

Overview of the Strategic Planning Process

Four major steps were taken in the Strategic Planning Process:

- ***Creating the Vision and Mission*** – Through Community forums, a community-driven Vision for the children of Sacramento County was developed. From this work, the Commission created a Vision and Mission Statement.
- ***Conducting a Strengths and Needs Assessment*** - To understand the issues facing Sacramento County, the Task Forces conducted an assessment of the trends, strengths, and needs.
- ***Identifying the Goals and Desired Results*** – Using the Commission’s Vision and the strengths and needs assessment, Task Forces identified the desired changes for children and set specific Goals. Desired measurable Results were identified for each Goal.
- ***Developing the Strategies*** – The Advisory Committee took the work of the Task Forces and identified the specific courses of action needed to achieve the Goals and Results. They developed seven Strategies that serve as the roadmap for the Strategic Plan.

Each step in this Strategic Planning Process built upon the work of the previous one(s). These “building blocks” in the process are described in the following sections.



A detailed description of the Strategic Planning Process can be found in Appendix 8 to this plan.



V. Vision and Mission

The State Commission defines a Vision as a “broad, general statement of the desired future”, and a Mission as “a specific statement of purpose for an organization”. Sacramento County’s Commission created a Vision and Mission statement to guide the Community in the Strategic planning process, consistent with the values that came out of the Visioning process. The Community’s input regarding the Commission’s Vision was gathered from 448 participants in 15 forums held in different geographic locations in Sacramento, as well as some individual interviews. Appendix 8 of this Strategic Plan includes additional details on the Visioning process.

Commission Goal and Guiding Principles

The Commission developed a Goal and its Guiding Principles to frame the community-input process. The facilitators reviewed the Goal and Guiding Principles with participants at the beginning of each Visioning forum.

Commission Goal

The Sacramento County Children and Families Commission is committed to supporting the healthy development of children prenatal to age five, the empowerment of families and the strengthening of communities to raise children who are healthy in mind, body, and spirit and who grow up confident of their ability to live fulfilling and productive lives.

Guiding Principles

The following Guiding Principles, as developed by the Commission, served as a framework for the Community Visioning process. The work and decision making processes of the Sacramento County Children and Families Commission will be guided by mutually agreed upon values and principles. The Commission:

- Believes that children have the right to be wanted, safe, healthy, in a home, ready for school, and treated with dignity and respect
- Is committed to building a Community that provides a full continuum of services that support and enrich the lives of all children and their families so that they reach their greatest potential
- Recognizes that young children’s development is optimized in families with effective support systems and sufficient community services
- Is committed to a compassionate, inclusive approach that empowers families
- Values innovative approaches that enhance and/or augment existing efforts and resources
- Is committed to building a Community through identifying and mobilizing strengths to support families

- Is committed to prevention and early intervention
- Values childhood and is committed to its enrichment
- Believes in programs that encourage people to function at their highest level
- Is committed to outcome based Strategies with measurable Results that support dynamic programs geared toward long-term success
- Values cultural diversity and respects the cultural beliefs of families and their Communities
- Is committed to a process that is open, fair, and inclusive, which reflects the broad diversity of the Sacramento Community, where all views will be heard and respected
- Is committed to the principal that the children and families Strategic plan will be community developed and owned
- Believes that all programs developed should work toward eliminating barriers so that they are affordable and accessible to all families in our Community

Four Core Components

The Community Visioning process resulted in four core components that are fundamental to the Vision. These core components reflect the thinking of the Visioning participants and the importance they placed on making these a key part of the Strategic Plan.

- **Affordable and Accessible** - In the future, Sacramento will be a community in which children have the opportunities and resources to grow up healthy and happy.
- **Culturally Competent** - Our Community will acknowledge and embrace its diversity and respond in culturally appropriate ways.
- **Community-Driven** - Community members will be actively involved in every aspect of their children's lives, in their neighborhoods, their schools and in all levels of decision-making and planning.
- **Responsive to Special Needs** - In the future, people with special needs will be accepted, treated with respect and dignity, and have equal access to all places, services, and opportunities.

The Sixteen Vision Priority Themes

The following priority themes emerged from the Visioning forums by taking individual ideas and categorizing them into clusters. These themes carry a weighted designation based on the frequency each occurred across the forums. The weight does not necessarily reflect the relative importance or priority of the Vision theme.

<i>Vision Theme</i>	<i>Weight</i>
Child Care and Early Education – Quality child care and early education is available and accessible to all, especially more low or no cost pre-school options	100
Health and Social Services – Quality and affordable health and social services; a future in which services to support the health of families are community- and school-based, anybody regardless of their ability to pay can receive prompt, culturally sensitive and appropriate health care, education, and preventative services	95
Parent Support and Education – Develop and enhance parenting skills	95
Enrichment and Recreational Activities – Communities with safe, healthy, low cost or free enrichment and recreational activities for families and children, such as parks, organized clubs and sports, as well as cultural events and entertainment opportunities, especially art, theater, music and dance	95
Transportation – Safe, accessible and dependable public transportation systems that can accommodate large families, non-English speakers and people with disabilities	86
Healthy Environment – A clean, safe and healthy environment with clean air, water, streets and clean, safe parks	81
Caring Community – Where neighbors know and help each other to create a safe, caring environment for children	76
Healthy Children – Physically, socially, emotionally, and mentally healthy children	76
Safety – Neighborhoods, schools, and a Community free from the threat of violence and crime as well as safe streets, sidewalks and bike trails	71
Multi-Cultural Approaches – An important part of creating a culturally competent Community	67
Engaged Communities – Empowered people working together and having mutual respect	67
Strong Families – Stable, loving and happy home environments	67
Economic Development – Employment opportunities and job training for families	67
Housing – Well-planned neighborhoods with safe, sanitary, affordable and comfortable housing for all children and families	48
Special Needs Access and Inclusion – A Community where children with special needs will be identified early, accommodated in all public and non-public places, and have access to needed services	48
Systems Change – Systems look and function in an integrated fashion – sharing information and services to make a bigger difference for children; Community members will be mobilized to provide resources and support to each other	43

The core components and themes Resulting from the Visioning process served as the basis for the Blue Ribbon Task Forces and the Advisory Committee to create the Goals, Results and Strategies that define the Strategic direction for this Proposition 10 effort.

The Vision and Mission

Upon completion of the Community Forums, the Commission met and developed the following Vision and Mission statements based on the data collected through the Visioning forums.

*Sacramento will have strong and inclusive Communities,
safe and healthy families, and valued children who can realize their
potential and enjoy productive and fulfilling lives.*

To achieve this Vision, the Commission developed a Mission statement to provide guidance as they developed their Strategic plan:

*The Sacramento County Children and Families Commission is
committed to supporting the healthy development of children prenatal to
age five, the empowerment of families and the strengthening of
Communities.*

Summary

This Vision, built on Community ideas and input, was used as a guiding measure for the entire Strategic planning process. The Vision and Mission were provided to the Task Forces as guidelines, and were built upon in the development of the Goals, Results and Strategies for the Strategic Plan. The Vision and Mission were revisited throughout the planning phase to ensure that the Task Forces were on target, and that the values and principles that the Community and the Commission had deemed vital to the process were incorporated into the Strategic plan elements. The detailed Visioning Report is a separate document available through the Commission office and on the Commission web site.



VI. Strengths and Needs Assessment

Prior to fully developing the Strategic plan and direction for Sacramento County's Proposition 10 program, the strengths of Sacramento County, its ability to serve children, prenatal to age five, and the needs of the Community had to be identified. Research was conducted to provide the Task Forces with an understanding of the characteristics and demographics of Sacramento County, as well as information on the current issues that are facing the Community and the available resources for young children and their families. The Children's Report Card, provided by the Sacramento County Children's Coalition, was an invaluable source of information and insights for the researchers. The information provided below was used in the Strategic planning process to create the Goals, Results and Strategies.

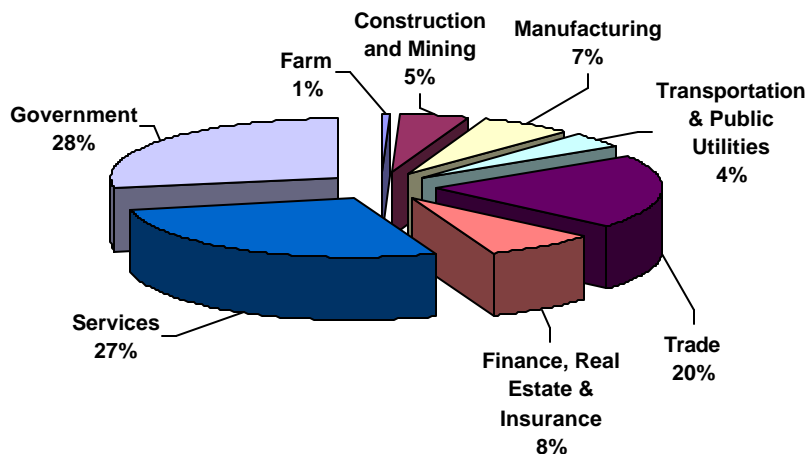
Characteristics of Sacramento County

Sacramento County encompasses approximately 994 square miles in the middle of the Central Valley, which is California's prime agricultural region. The County is bordered by Contra Costa and San Joaquin Counties on the south, Amador and El Dorado Counties on the east, Placer and Sutter Counties on the north, and Yolo and Solano Counties on the west. Sacramento County extends from the low delta lands between the Sacramento and San Joaquin rivers north to about ten miles beyond the State Capitol and east to the foothills of the Sierra Nevada Mountains.

The County has a charter form of government and is divided into five districts. The County is governed by the five-member Board of Supervisors who are elected to serve four-year terms. Within the County are six cities: Sacramento, Galt, Elk Grove, Citrus Heights, Folsom, and Isleton.

Sacramento County's economy has reflected the strong economy of the nation. California's annual unemployment rate has steadily declined the past seven years from 8.3 percent in 1993 to 4.2 percent in 1999. The County has a broad employment base with the federal, state, and local government sector being the largest. The following chart shows the employment by industry for Sacramento.

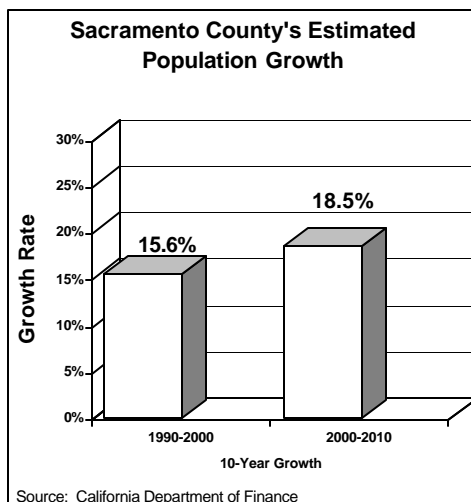
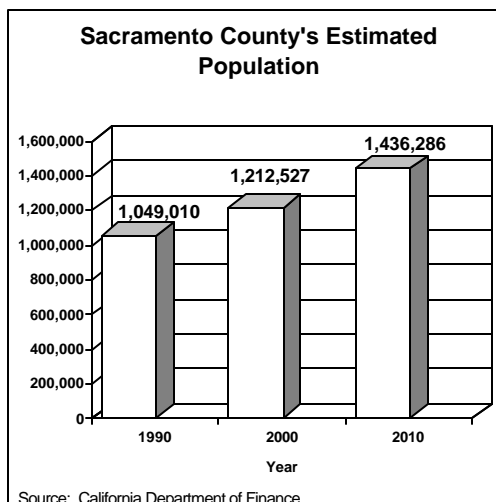
Sacramento Employment by Industry - 1999



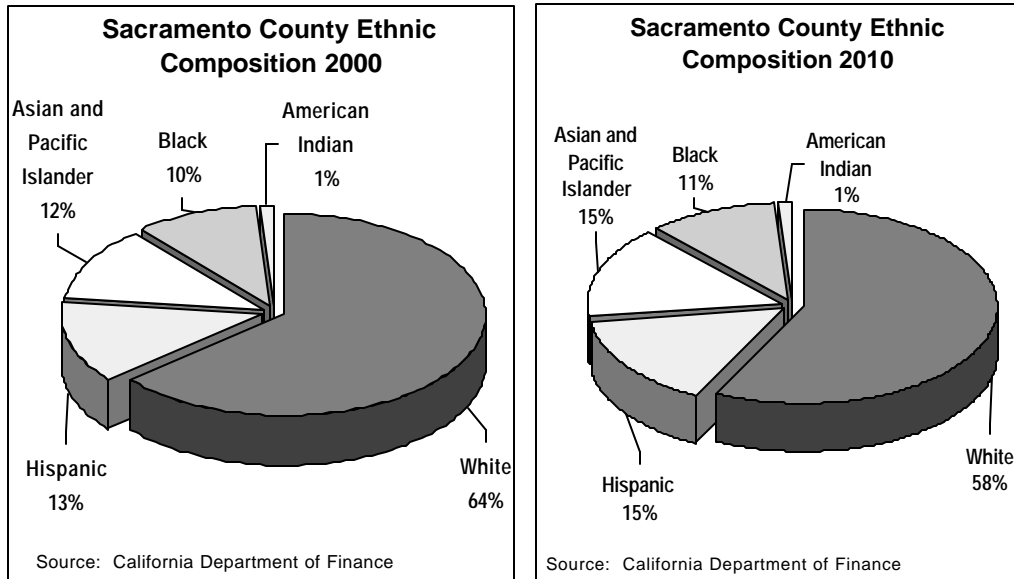
Source: California Employment Development Department

Sacramento County Demographics

Sacramento County is a growing metropolis whose population numbers over 1.2 million people. Although Sacramento is only the eighth most populous county in California, it has about the same population as the entire state of New Hampshire. Sacramento's population grew by 28 percent during the 1990s and is projected to grow by 18.5 percent from 2000 to 2010. With this type of significant growth, the issues faced by the children and their families will continue to grow.



Sacramento County is quite ethnically diverse as shown in the chart below. This diversity is forecasted to continue increasing during 2000 to 2010. This increasing percentage of ethnicity is reflective of the population changes that the State of California is experiencing.



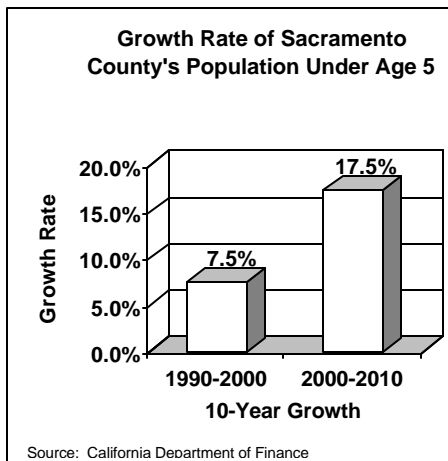
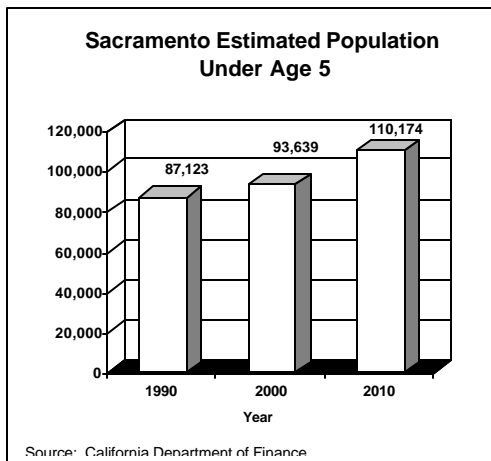
The 2000 Children's Report Card, published by the Sacramento County Community Services Planning Council, identified the zip codes with the highest concentrations of ethnic minorities in 1997. This information is included in the Strategic plan to emphasize that the overall composition of Sacramento County's population is not replicated in every zip code or in every city. It is important to remember these differences when developing culturally sensitive Strategies and selecting initiatives for the use of Proposition 10 resources.

Highest Concentrations of Ethnic Minorities					
Top Five Zip Codes in Sacramento County – 1997					
Rates per 1,000 Population					
Black		Asian		Hispanic	
Zip Code	Rate	Zip Code	Rate	Zip Code	Rate
95832	347.3	95831	293.3	95615	445.3
95838	239.1	95824	285.0	95690	367.3
95823	237.4	95832	271.0	95680	333.3
95652	230.3	95828	233.5	95820	305.2
95817	230.1	95818	233.5	95824	299.0

Source: Sacramento County Community Services Planning Council

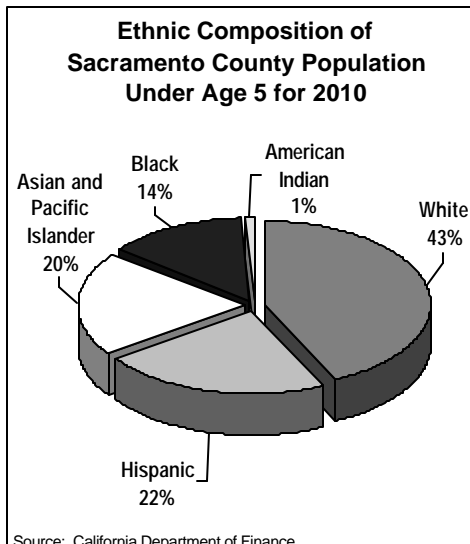
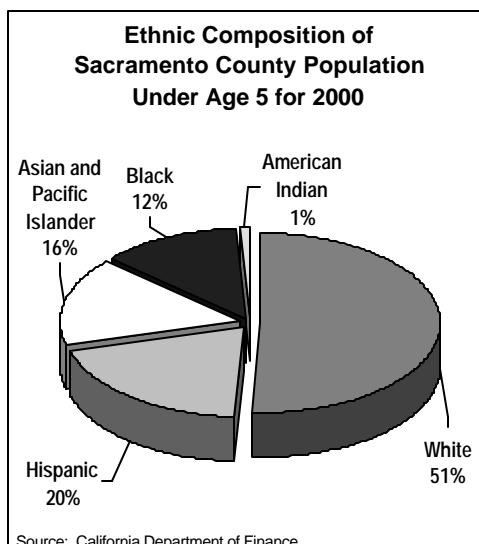
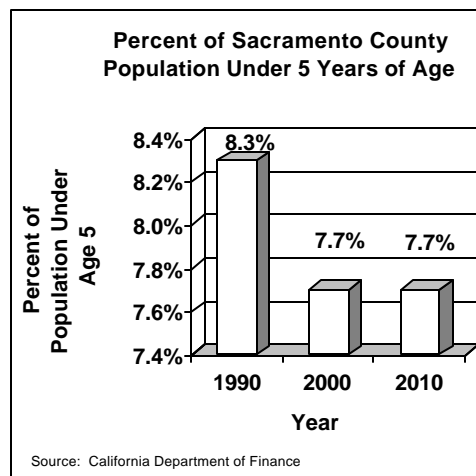
Sacramento County's Population Less than Five Years Old

A significant and increasing number of Sacramento County's population is comprised of children under five. The total number of children under five in Sacramento County will continue to grow from the 87,123 in 1990 to 93,639 in 2000 to 110,174 in 2010. These numbers translate into an explosive growth for Sacramento County's under five population. From 1990 to 2000, the under-five population grew by only 7.5 percent. From 2000 to 2010, the growth rate is projected to be more than double or up to 17.5 percent.

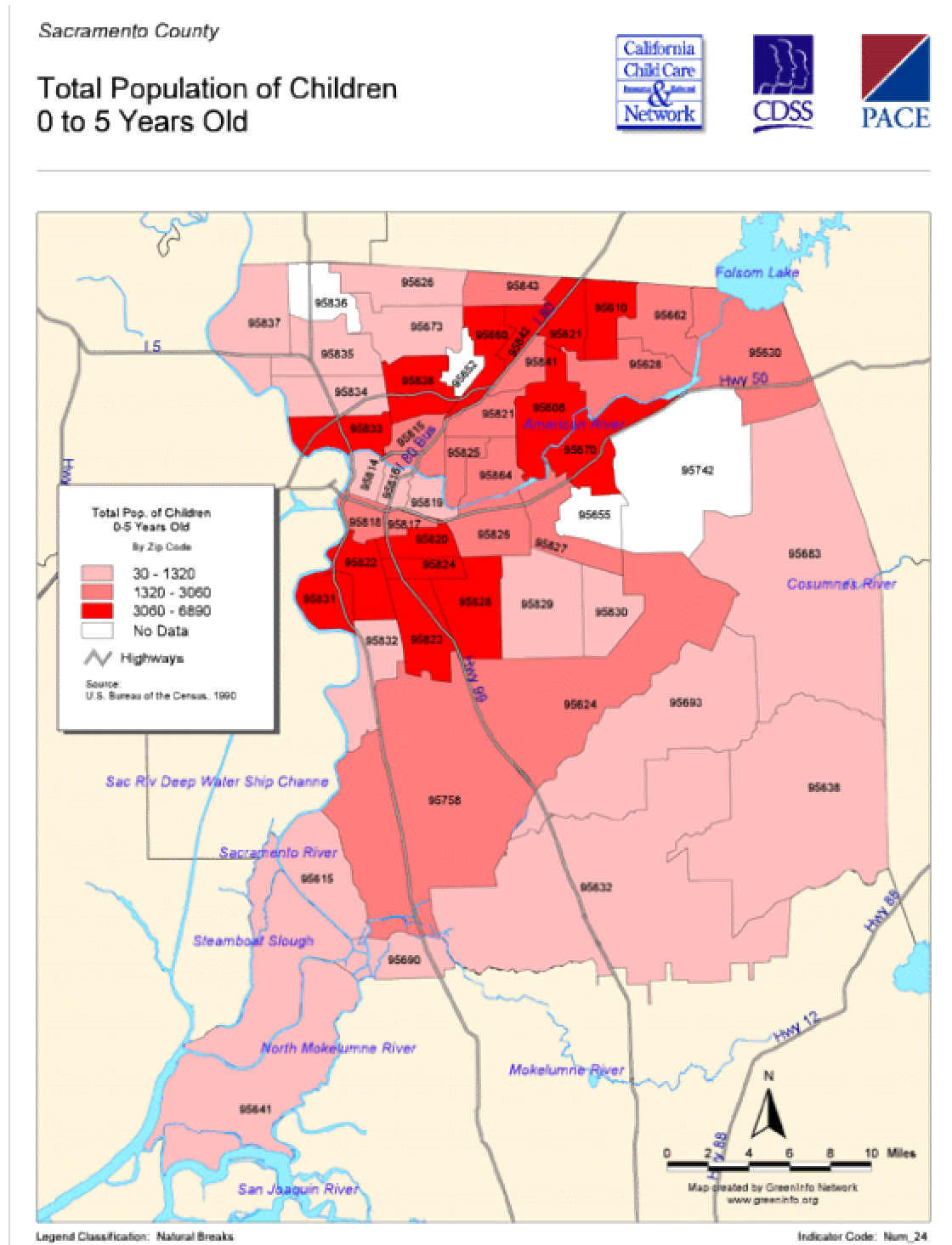


However, it is estimated that the percentage of Sacramento County's total population that is under age five will decline from 8.3 percent in 1990 to 7.7 percent in 2000 and 2010, as shown in the chart on the right. This decline in the percentage of population under age five is indicative of the nationwide trend of an aging population.

The ethnic composition of Sacramento County's under-five population is similar to that of the overall population. In 2000, the majority of children under age five (51%) are white. However, by 2010, the ethnic composition will change as the non-white population grows (See the charts below). This change mirrors the ethnic composition changes that are occurring throughout California.



The following illustration depicts the geographical breakdown of Sacramento County's population of children, aged zero to five.



Source: U.S. Bureau of Census

Sacramento County Strengths

Sacramento County has a wealth of strengths and assets that can be measured qualitatively and quantitatively. Identifying all the strengths of the county would produce a very long list, ranging from the natural assets of the Sacramento and American Rivers, to the professional sport organizations like the Sacramento Kings and Monarchs; to the diverse population; to the strong faith Community; to recreational, cultural and educational activities like the Sacramento Zoo, Crocker Museum, the Music Circus; to annual ethnic festivals; to the neighborhood organizations and their activities; to parks and recreation; to the block parent on a street. The Commission and Task Force members identified a number of strengths and assets within the Community based on their own experiences and knowledge. The list identified is robust and paints an encouraging picture of what Sacramento County has to offer its children and their families a more comprehensive chart of services available in Sacramento County is in Appendix 2. The following is a representative sample of Sacramento County strengths as identified by the Task Force members:

- Head Start
- Cal Learn
- Adolescent Family Life Program (AFLP)
- Women Infants and Children nutritional program
- Public health nurses home visits and well-baby clinics
- Early Head Start for pregnancy through 3 yrs
- Comprehensive Perinatal Services Program (CPSP)
- Child Action Program
- Crisis nursery
- Child Care Food Program (CCFP)
- Habitat for Humanity
- Immunization programs
- Parent education packets
- Transit system in the city/urban area
- Volunteers of America homeless vouchers
- Shriner's Children's Miracle Network
- Children's Receiving Home
- United Way
- California Medically Indigent Service Program
- Shots for Tots
- W.E.A.V.E.
- Healthy Families
- Alliance for Excellence in San Juan Unified School District
- Planned Parenthood
- Sacramento libraries and bookstores free storytelling/reading programs
- Sienna Vista Family Resource Center
- SMART MOVES
- Alta early intervention for infants

- Donner School project collaborative
- Birth & Beyond
- "Ready to Learn" television program
- Mentor Moms
- White Rock Family Center and Rancho Cordova Neighborhood Center
- Parks and recreation neighborhood family activities
- Big Brothers and Big Sisters
- Oak Park Service Center
- Scottish Rite speech therapy
- Kiwanis/Rotary sponsored youth programs
- River Oak early intervention for mental health
- Folsom-Unified schools teen parenting and child care
- Sacramento ENRICHES
- Kids Care-A-Van

The Task Forces members also talked about other support activities going on in their communities that are making a difference such as a program that teaches parents community leadership, prenatal and child care information being distributed at obstetrics office, parents being taught in collaborative classes with mentors there to help, "parent participation" in pre-school program, and a liaison between home and school to inform parents of services.

Historically, Community developers felt that Communities should be assessed and developed using an asset-based approach. They felt that it was important to first identify the good things that exist in the Community and to link those assets to improve the Community. Assets, like the ones provided above, include formal assets such as businesses, parks and organizations; as well as informal assets such as the neighborhood block parent. Asset-based development relies on the Community building relationships between neighbors, local associations, and institutions.

The strengths within Sacramento County must continue to be identified within, and by, its Communities and neighborhoods. Strength identification by neighborhoods and organizations increases the likelihood that specific strengths and assets will be identified at every level, for example: faith groups, neighborhood watch groups, and caring neighbors. It is easier to see how different assets can be linked together by identifying a Community's assets.

Current Resources in Sacramento County

Sacramento County has a substantial number of resources designed to assist families and children, including those prenatal to age five. A majority of the current initiatives target the low-income or at-risk populations. Listed below is a representative sampling of programs in Sacramento County. A more comprehensive list of specific programs is located in Appendix 2. This is a static list identifying programs and resources that change daily. Accordingly, it should be viewed as a sample list and updates should be obtained prior to making any conclusions relying on this list.

Primary Health Care

The Planning Consultant researchers found 31 programs that are available specifically to help low-income or at-risk children in Sacramento County. Of these, 23 serve all of Sacramento County, with locations being higher in zip codes 95814 through 95818. Four serve their specific school districts through Healthy Start and Head Start. The remaining serves specific populations such as South Sacramento and the Oak Park area.

Twelve programs indicated they provide most languages by arrangement and one claims to be multilingual. Ten services have Spanish-speaking staff and three speak Russian. Six programs can provide services in various Asian languages.

Kids Care-A-Van (Sacramento County Department of Health and Human Services [DHHS]) can only handle 35 patients per day due to lengthy questionnaires, but offers services that are in high demand at affordable prices. The three neighborhood clinics, Imani Clinic, Paul Hom Clinic, and Clinica Tepati, are very popular and offer culturally competent service, but only open on Saturdays for limited hours. The Primary Care Center (DHHS) treated 27,000 patients last year, but most waited hours for service, as well.

Most clinics and health programs are only open on weekdays during typical business hours (a few have Saturday morning hours). There is a gap in service available for families needing after-hours service, especially those without insurance.

Parent Education and Support

The research team identified 16 programs that are available to parents that focus on parental education. Of these, one is specifically for fathers and five involve child care with parental involvement through classes or play time. Four of these parent education programs are offered in Spanish, five can provide most languages by arrangement, two provide sign language, and one speaks Asian languages.

Eight programs concentrate on case management for low income and at-risk families. Four of these programs offer most languages by arrangement, three offer Spanish, one provides Russian, and one provides Asian languages. Some successful programs in this area are Head Start, Healthy Start, and Early Head Start's Infant Development Program.

There are eight programs that provide case management specifically for teen mothers. However, only three of these are provided in Spanish, two can provide most languages by arrangement, and one is provided in Asian languages.

There are five support groups and emotional counseling programs in Sacramento County. The Family Service Agency provides guidance to some 30,000 men, women, and children a year on fees based on a sliding scale.

Four programs help to prevent abuse through parent education and home visits. Head Start Home Based in San Juan Unified School District provides weekly visits and two group socialization activities for families in the program.

The Mutual Assistance Network (MAN) of Del Paso Heights served over 150 families through its Block Grandparent Program and 371 families through its Healthy Start Program in one year. MAN's parent support group has managed to help 58% of parents enrolled gain employment.

Birth and Beyond provides home visits, a resource center for parent education and support and play groups for parents and their babies. It is in nine sites across Sacramento County.

There appears to be a large number of parental programs for families, especially those who are low-income. However, there seems to be gaps in services for parents of children in age from about one to two and a half. Most programs help mothers while the child is an infant, and then programs begin again once the child is a bit older.

Mental Health

There are 18 programs that provide mental health services and counseling to children. Of these, one is specifically for children ages three to four, another is for children three to 17, four are for children up to 21 considered at-risk, two are offered through the school districts, and one is for TANF children up to age 18.

Six programs offer services in Spanish, two can provide most languages by arrangement, one offers Russian, three offer Mien, Hmong, and Lao, and one offers Portuguese.

The River Oak Center for Children treats emotionally disturbed children and families in crisis with problems such as low self-esteem, poor social skills, depression and behavior problems. La Familia Counseling Center offers comprehensive, multi-cultural counseling, outreach, and supportive services for at-risk youth and families for free.

One of the problems in the mental health arena for children is that a school recommendation is required for most children to be treated for mental health issues. Most other services provided for children are on emergency basis only because of the extreme shortage of mental health professionals who can treat children. The California Department of Mental Health served 76,000 children in California in one year.

Child Abuse

There are about nine programs in Sacramento County (outside of hotlines) for child abuse, four of which are preventive. Three of these offer most languages by arrangement and two speak Spanish. The Diogenes Youth Services offers emergency shelter for children as well as a comprehensive mental health assessment, counseling, assistance with school, and recreation programs. Their "Project Safe Place" encourages teens considering running away to consider their options and seek professional help. Creating Healthy Environments for Children (Sutter Hospital) assists approximately 400 infants per year through home visitations for at-risk newborns.

The Child Abuse Prevention Council cites that one of the primary gaps in child abuse is utilizing the mandated reporters who are responsible for knowing and watching for child abuse. They are in the process of creating an on-line program to teach providers how to spot child abuse.

Horizon Project, PEACE for Families, Domestic Violence Prosecution Unit and Women Escaping A Violent Environment (WEAVE) offer programs for domestic violence. Three of these offer assistance in Spanish, one in American Sign Language, one in Cantonese and Tagalog, and one can provide most languages by arrangement. WEAVE provided counseling services for 3,710 individuals (55% victims, 45% perpetrators) and support for 542 victims of sexual assault in 1998. They also conducted 1,051 presentations to 21,704 participants for community education and 31 workshops to professionals in a variety of disciplines. WEAVE has about 80 personnel servicing a 35 person safe-house, domestic violence counseling, and a 24-hour crisis line.

Community Services

Twenty-six community service programs were identified in Sacramento County that offer activities for all age groups. The majority of programs are open to specific Communities (generally through Parks and Recreation which offers first priority to district members) while nine are open to all county members. Language diversity is very limited in this area, with only four programs offering Spanish services, two offering sign language, one offering Russian, and two offering most languages by arrangement.

Fair Oaks Recreation and Park District offers free Movie Moonlit Nights, which shows kids movies in the park. Lekotek Family Resource Center offers free integrated play programs for children with special needs or at high-risk of child abuse.

Some Parks and Recreation Departments have “scholarship” programs, and include activities such as general sports, dance, or toddler playgroups, and most of these programs are running at full capacity.

Perinatal Care

There are approximately 13 programs devoted to maternal care, two of which are offered in Spanish and one offered in most languages by arrangement. The Maternal, Child, and Adolescent Health Program serves as oversight for programs such as the Comprehensive Perinatal Services Program, Black Infant Health, Comprehensive Perinatal Outreach Program, and Fetal-Infant Mortality Review Project.

Child Care

Most child care programs are running at capacity with short waiting lists, though a few have waiting lists running from six months to a year. There are over 454 child care centers in Sacramento County. The 1997 licensed and license exempt center child care capacity was 39,179 according to the information compiled by Child Action, Inc. Child care capacity for children zero to five is especially low in relation to the demand in the following zip codes: 95660, 95838, 95820, and 95823. All of these areas except 95820 have high instances of families participating in TANF.

Head Start has approximately 77 childcare centers in Sacramento County with 4,198 children enrolled. Of these children, 14% speak Spanish and 12% speak an Asian language. Thirty-four percent are Black, 26% Hispanic, 23% white, and 15% Asian. The majority of child care centers are for children either in preschool, or from kindergarten through sixth grade. Very few centers care for infants or service children after hours.